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20 September 1948

Report by the
Subcommittee on Special Studies and EvaluationsPOLICY-ORIENTED PERSONNEL FOR PSYCHOLOGICAL WARFARE
(on its own initiative)PROBLEM

1. To provide a nucleus of policy-oriented personnel (military officers and government officials) with special qualifications for administering and supervising national psychological warfare programs.

FACTS

2. The SSMAC Subcommittee on Special Studies and Evaluations is responsible for development of plans and policies for the use of overt psychological warfare in time of war or threat of war as determined by the President. (SSMAC 304 series).

3. SSMAC 304/6, approved on 8 January, 1948, outlined the necessity for special training for psychological warfare, and stated the following training objective:-

- (a) To broaden the general appreciation of psychological warfare capabilities as a weapon;
- (b) To provide adequately trained personnel to satisfy planning and policy functions;
- (c) To provide reserves adequate to operational needs consequent to initiation of psychological warfare.

4. The types of personnel which will be required for psychological warfare comprise two broad categories, namely:-

- (a) Policy-oriented individuals who possess a clear understanding of national and foreign policies together with a broad appreciation of international and national trends, and how these trends may affect U.S. long range national objectives;
- (b) Functional specialists who possess unique skills capable of filling the operational needs for mass persuasion media, e.g., analysts, evaluators, area specialists, linguists, public opinion experts, and technicians normally associated with the press, radio, stage, and motion pictures.

CONCLUSIONS

5. In event of war or emergency the departments of the National Military Establishment and interested government agencies have sufficient functional specialists (active and in reserve status) whose services can be procured for implementation of national psychological warfare programs.

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6. Special attention should be given immediately to the development of a nucleus of policy-oriented individuals (military officers and government officials) who possess a common minimum indoctrination concerning significant aspects of psychological warfare and its potentialities.

7. Such psychological warfare indoctrination should be given in ONE specially qualified government institution (now in existence) whose curriculum on this subject can be developed and approved by the Secretaries of State, Army, Navy, and Air Force.

8. The Armed Forces Information School, Carlisle Barracks, Pennsylvania appears to be the best qualified institution whose present curriculum with slight modification and expansion should provide the common minimum training required for psychological warfare. Peacetime duties with public relations and government information agencies are ideally suited for developing the unique talent required for rapid mobilization of wartime psychological warfare.

9. The Department of State and any other government agency which may be selected to support national psychological warfare programs should be allocated quotas for each course at the Armed Forces Information School.

10. The Department of State should establish a civilian psychological warfare reserve composed of specially qualified civilians, who participated in such operations in World War II, or whose subsequent training or duties especially qualify them for such selection.

11. As soon as possible (quotas to be filled not later than 1 July, 1950), the departments of the National Military Establishment and the Department of State, jointly, should initiate a training program to develop and maintain a nucleus of one thousand (1000) policy-oriented individuals (active, retired, and reserve), suitably apportioned from Colonel (Captain USN) to Major (Lieut. Comdr.) and State Department equivalent ranks, with quotas allocated to each department as follows:

Department of State	300 officials (includes civilians P.W. reserves -- para. 10)
Department of Army	300
Department of Navy	175
Department of Air Force	225

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13. The maintenance of this roster of one thousand (1000) specially selected individuals should provide for emergency implementation of national psychological warfare programs with a minimum of delay. The quota allocation in paragraph 11 above, should not be interpreted to mean that any one department will be required to supply this full quota for psychological warfare in event of war or emergency, but rather it is the reservoir from which emergency requirements may be selected expeditiously. The presently assigned quotas are conservative and based upon World War II experiences are close to the minimum requirements for implementation of a wartime psychological warfare program. The personnel requirements of each department in event of war or emergency are under study with estimates to be determined at a later date.

RECOMMENDATIONS

14. It is recommended that SAGAC approve the above conclusions.

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